



THE FACETS OF CHANGE

Federal Emerging Leader Development Course

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Consulting Group LLC

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What Is Change?

The idea that things seldom go exactly
as we expect them to...

“Organizations and Things Change,
People Transition”



What Changes?

- Vision
- Strategies
 - ✓ Policies
 - ✓ Procedures
 - ✓ Plans
 - ✓ Structures
- Relationships
- Goals
- Objectives
 - ✓ Priorities
- Learning Outcomes
- Perceptions
- Attitudes

... and Many Others



Change Models, Theories, Authors

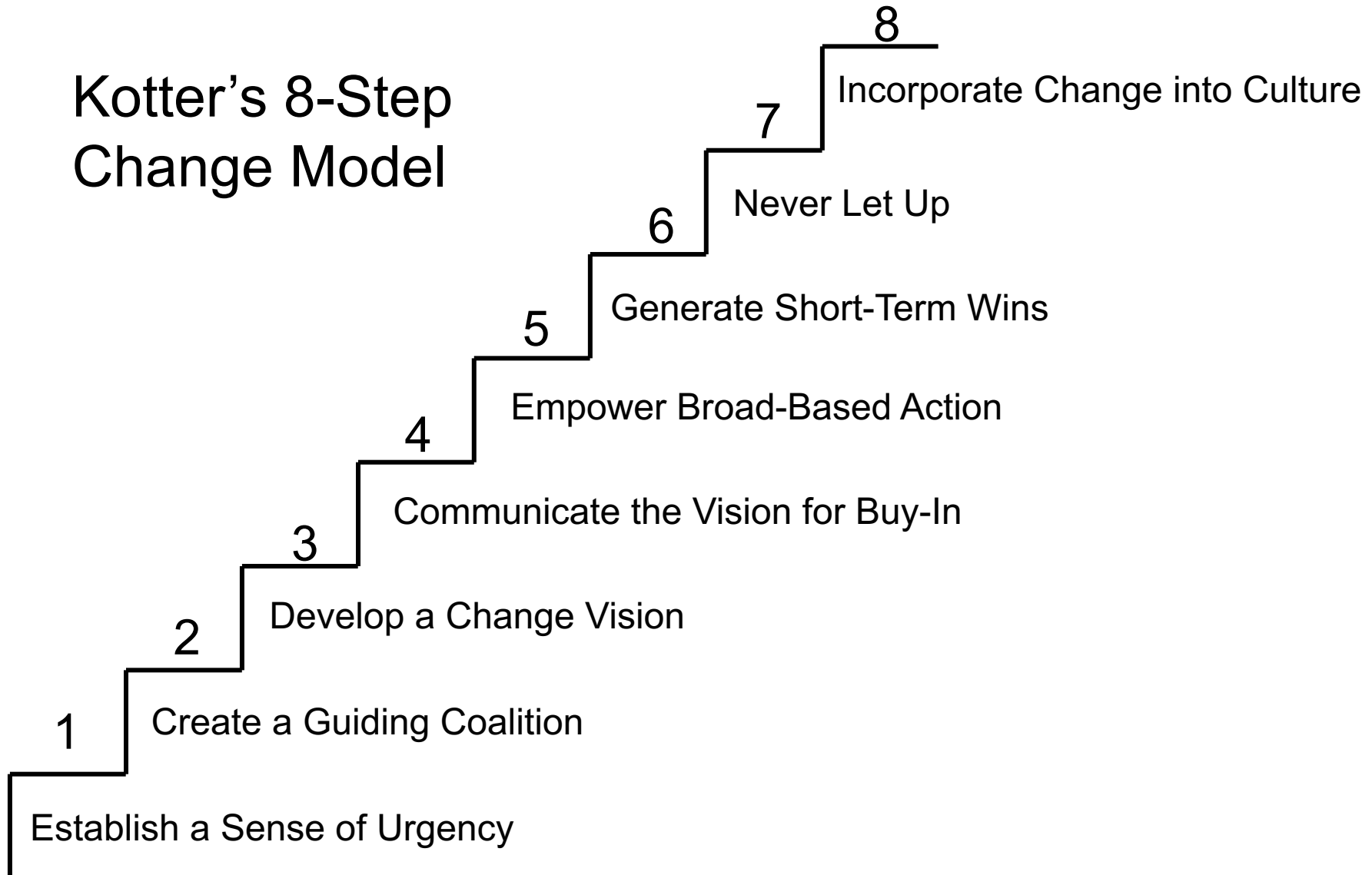
- ADKAR
- Birkinshaw
- Bridges
- Bruke-Litwin
- Intentional Change Theory
- Kotter Eight Step Model
- Kubler Ross
- Leavitt's Diamond
- Lewin
- Schein

... To Name Just A Few



How Change Happens

Kotter's 8-Step Change Model




What Else Happens?

William Bridges says that transition is not the same as change.

“Change is what happens to you.”

“Transition is what you experience.”





"A change can work only if the people affected by it can get through the transition it causes successfully."

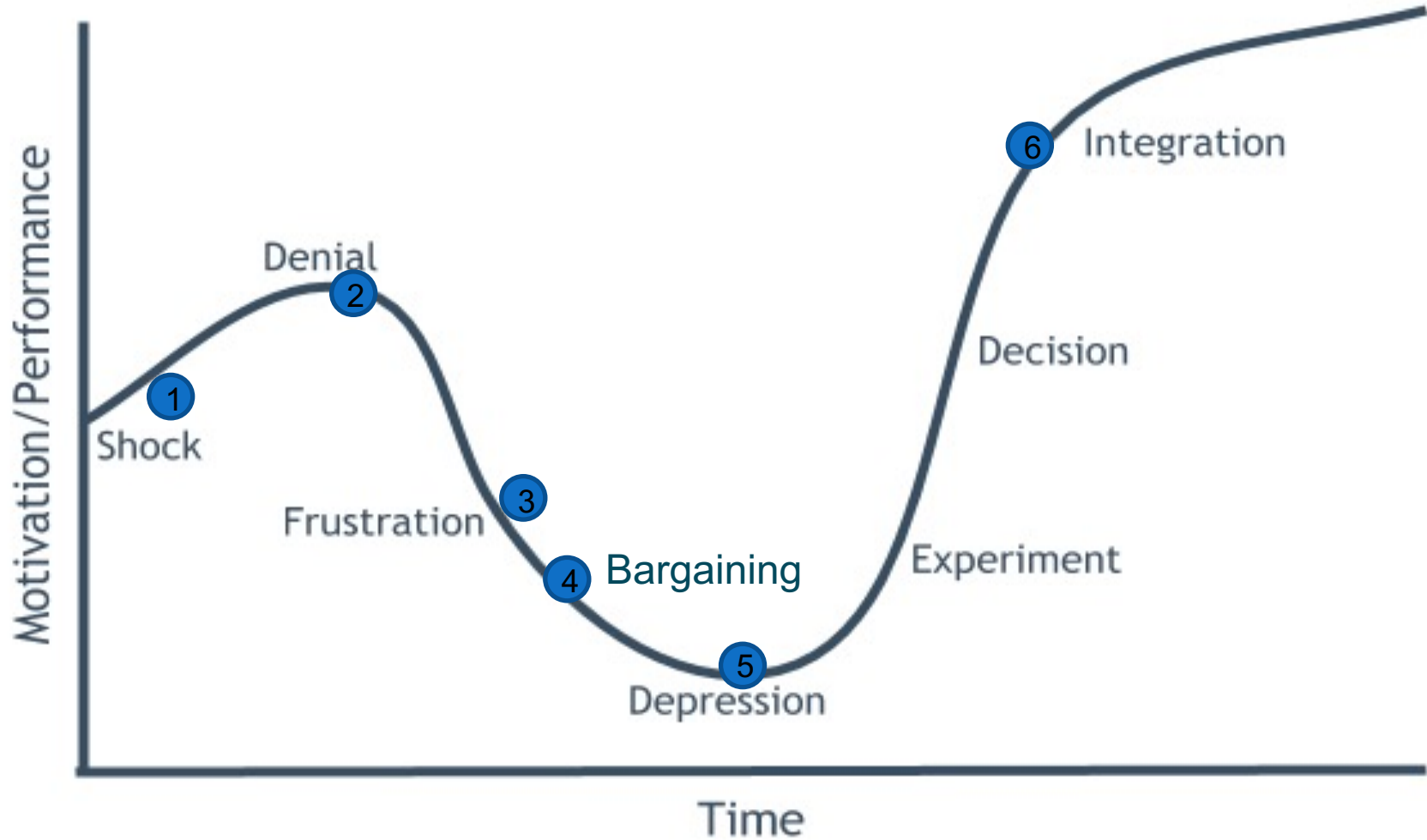
William Bridges



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The Change Curve



“Think About Tires”

Managing Change in an Organization

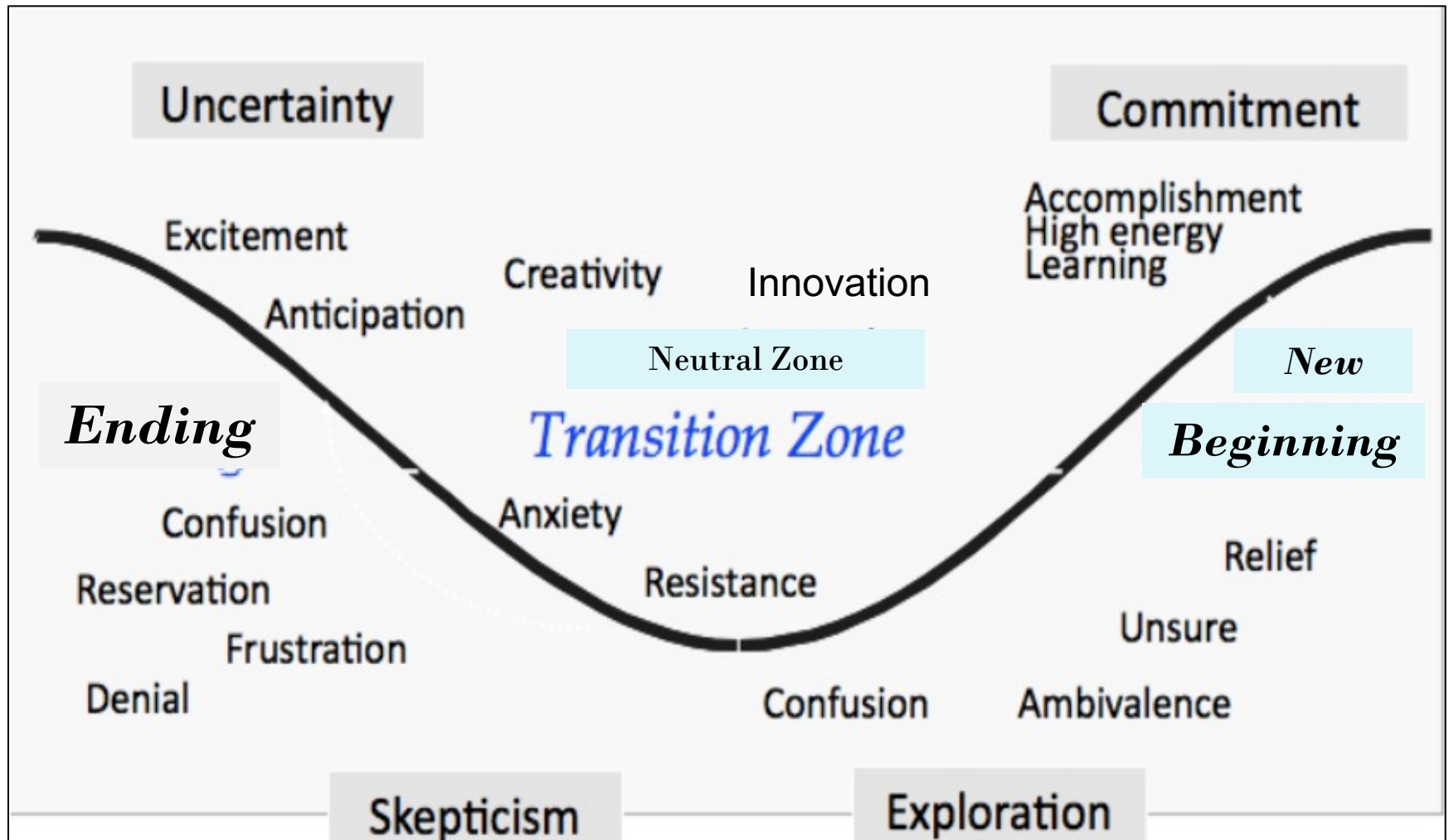


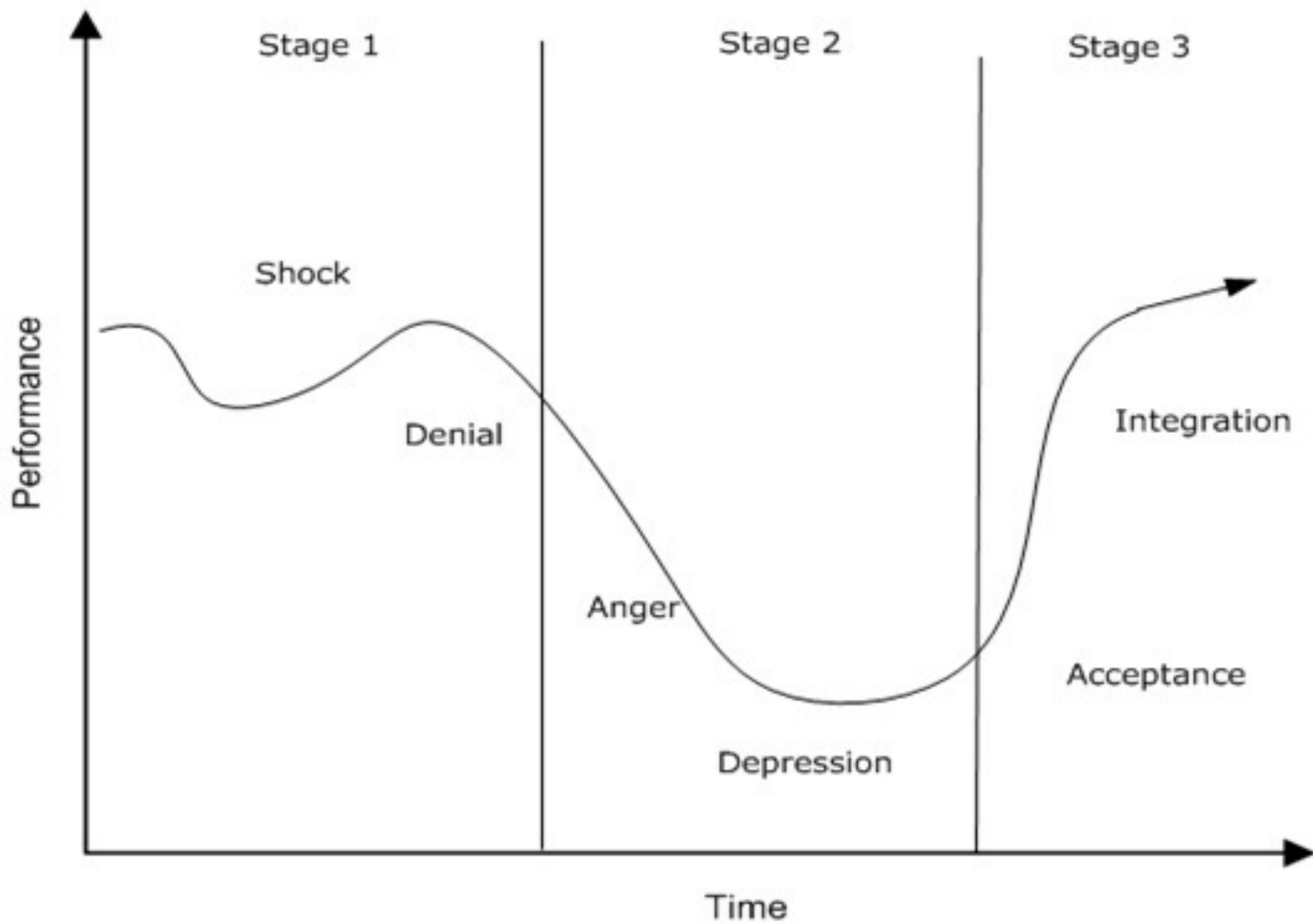
Four of the Biggest Mistakes Supervisors Make

- ✓ Assume that understanding equals support and commitment.
- ✓ Underestimate the potential power of employee engagement.
- ✓ Fail to appreciate the power of fear.
- ✓ Fail to acknowledge how even a slight lack of trust and confidence in supervisors (and leaders) can kill an otherwise good idea.

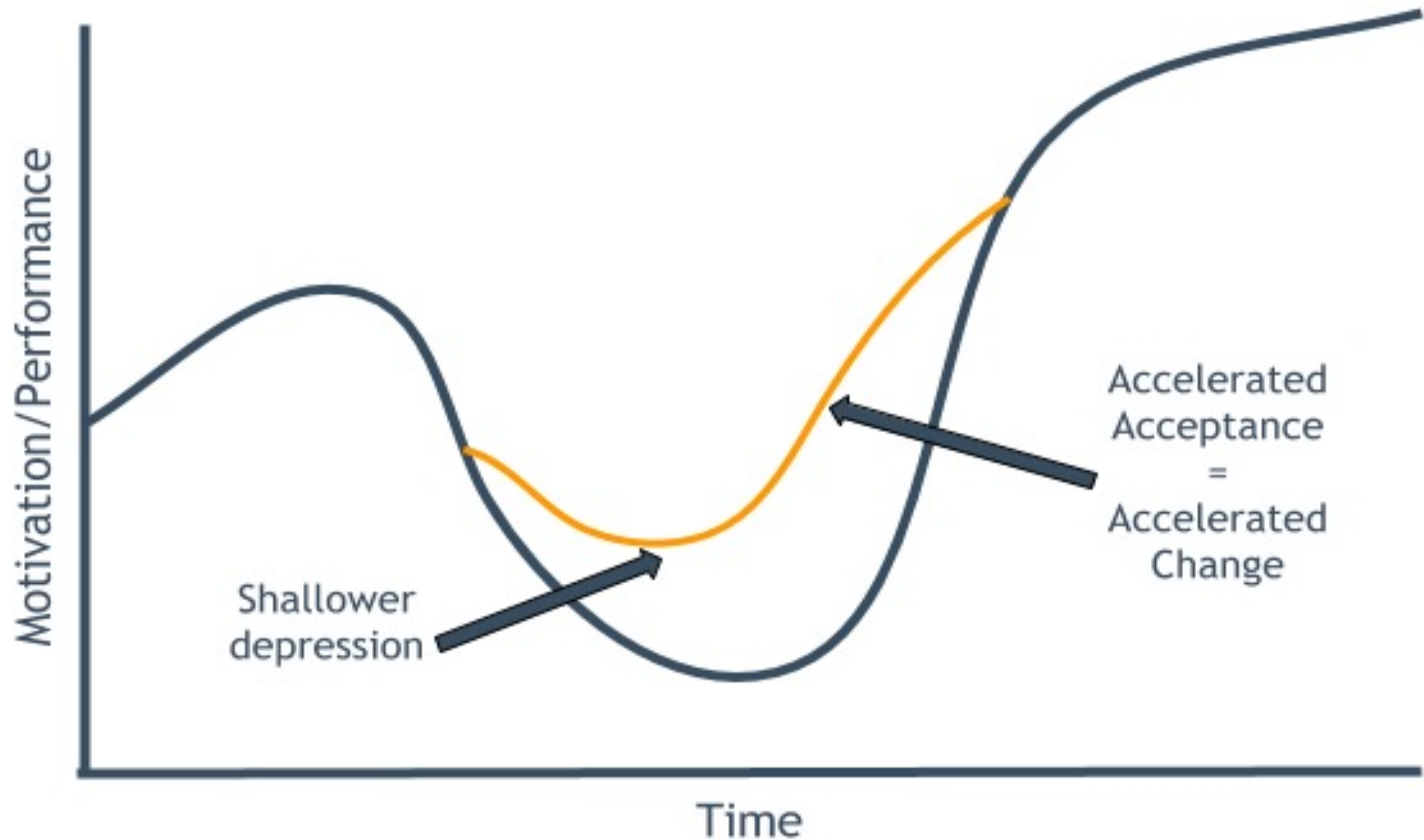


Bridges Transition Model





Using The Change Curve



The Change Curve

(With leadership styles)

The Change

6. Moving On
(With Learning)



Denial

1. Blame Others
Listen – Only Listen,
do not advise or fix,
Just Listen

5. Problem
Solving
Support / Discuss

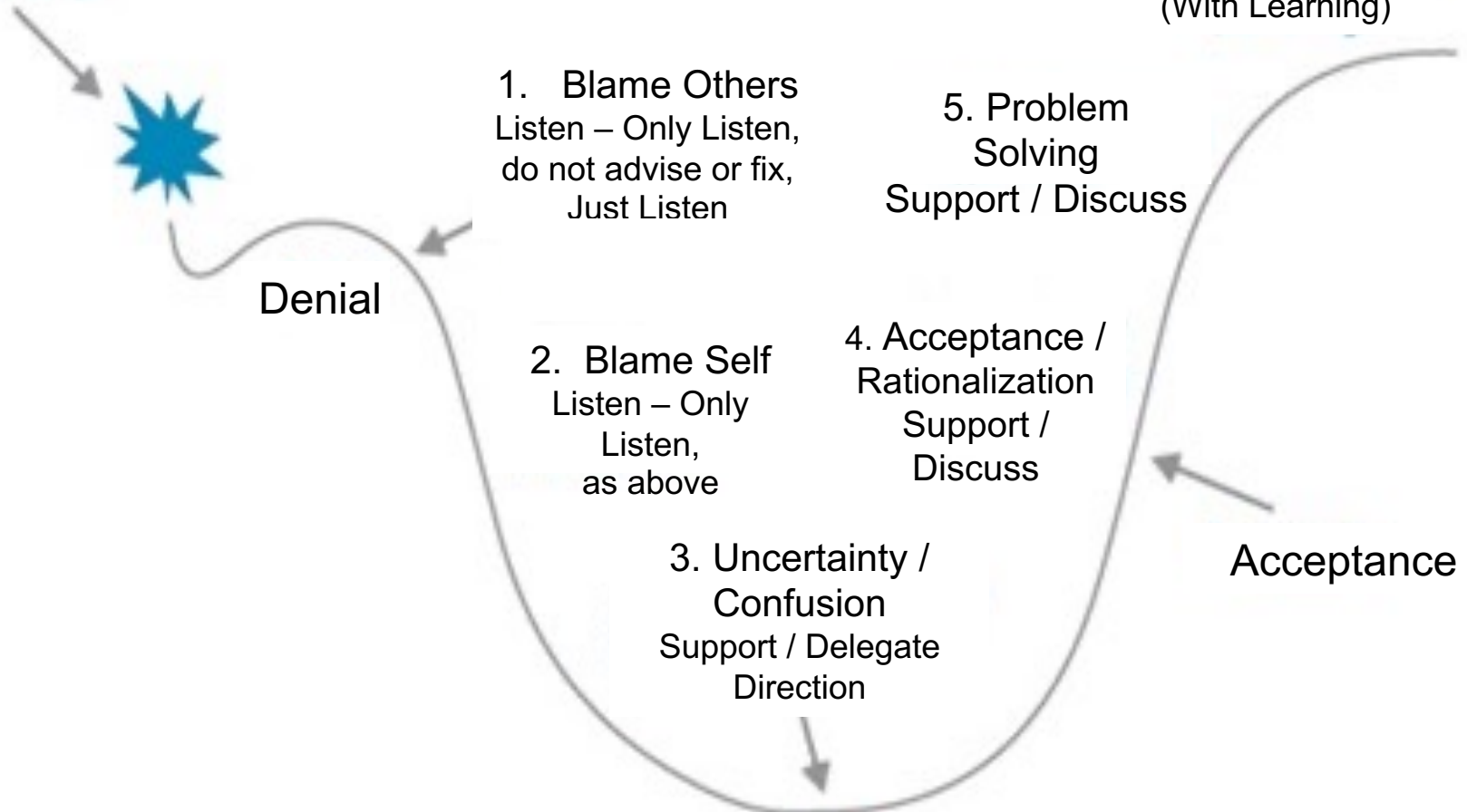
2. Blame Self
Listen – Only
Listen,
as above

4. Acceptance /
Rationalization
Support /
Discuss

3. Uncertainty /
Confusion
Support / Delegate
Direction

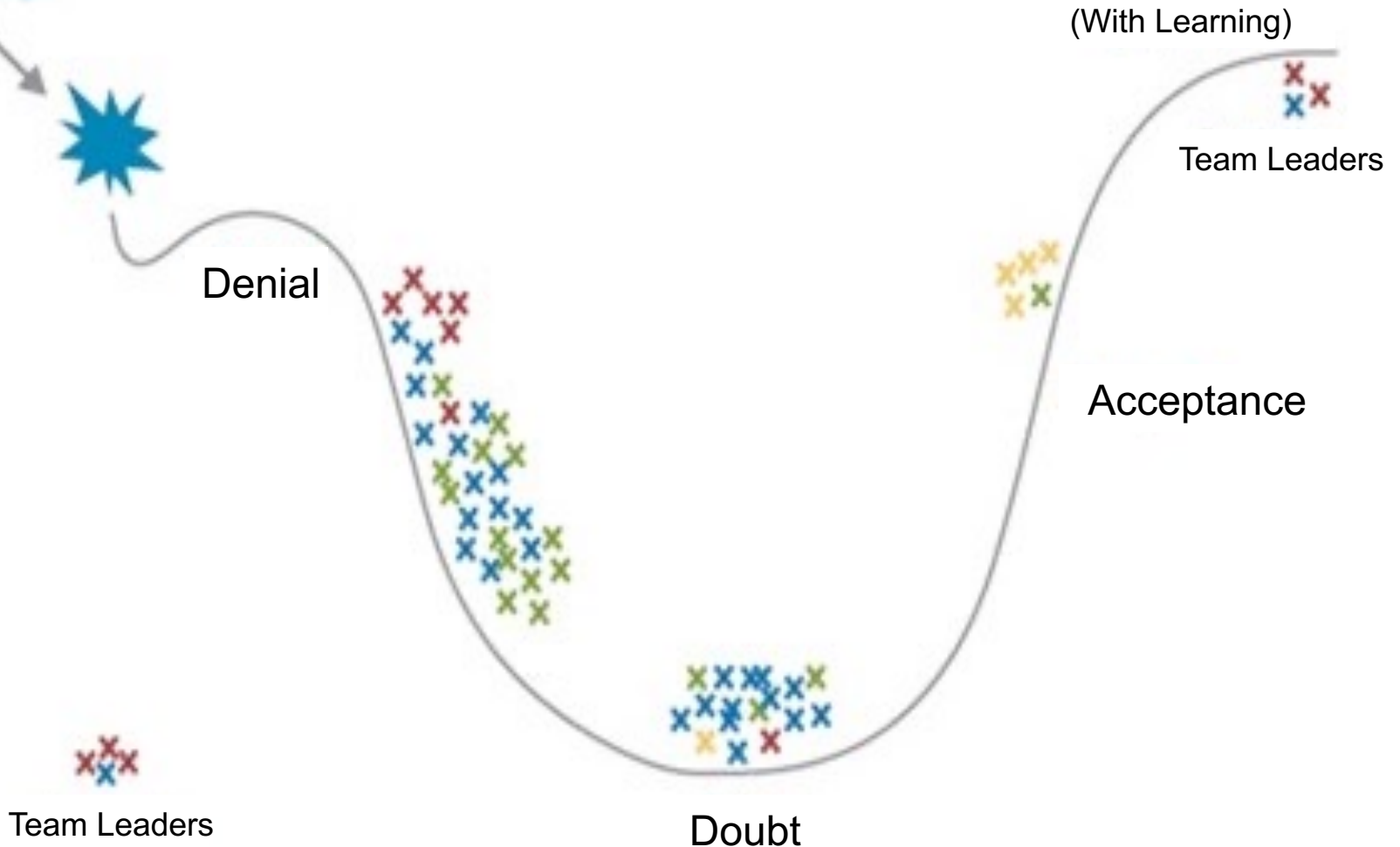
Acceptance

Doubt

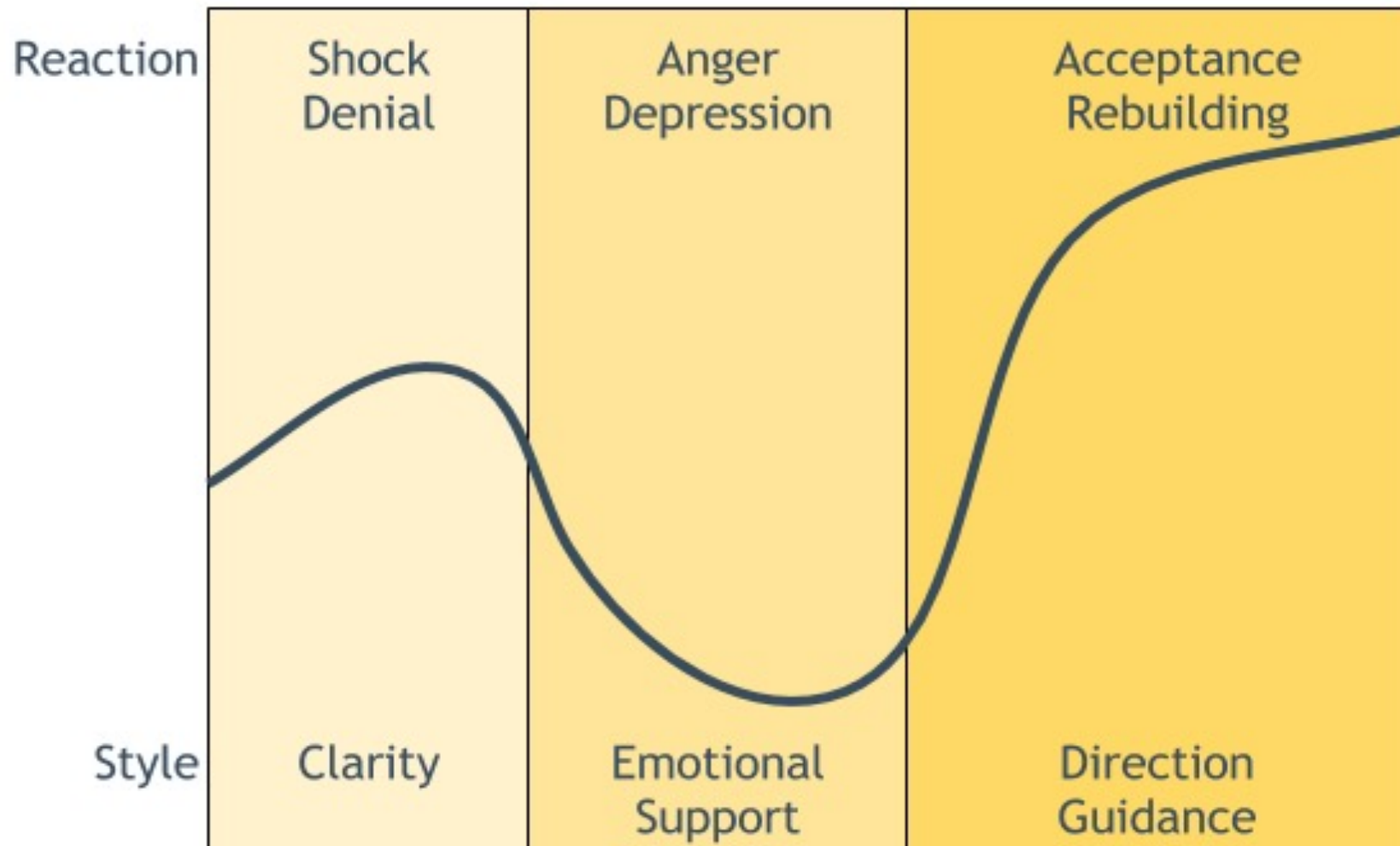


The Change Curve (With Leaders)

The Change



The Change Curve with Communication Style



Back to our lists...

What thoughts are really driving the feelings you captured on your list?

How do you want to be communicated with during the initial stages of change?

What could (we) have done differently?

How would (you) have led this change?

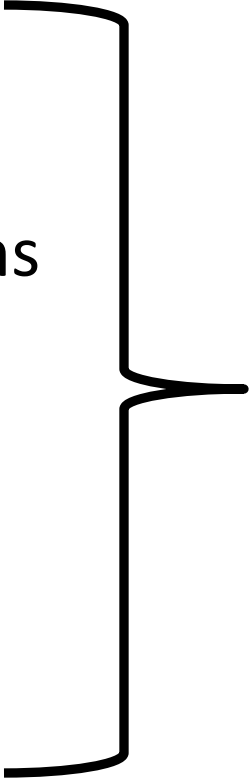


Resistance and Concerns During Change

Six Stages of Concern

1. Information Concerns
2. Personal Concerns
3. Implementation Concerns
4. Impact Concerns
5. Collaboration Concerns
6. Refinement Concerns

“Ken Blanchard”



If a supervisor is able to diagnose stages of concern, then the supervisor can respond by communicating the right information at the right time to lower and resolve these concerns

THE 6 STAGES OF CONCERN	LEADERSHIP STRATEGIES TO ADDRESS CONCERN
1. Information Concerns <ul style="list-style-type: none"> • What is the change? • Why is it needed? 	<ul style="list-style-type: none"> • Explain the case for change; • Share detailed information • Envision the future
2. Personal Concerns <ul style="list-style-type: none"> • How will the change affect me personally? • Will I win or lose? 	<ul style="list-style-type: none"> • Provide opportunity or people to express what's on their minds • Provide encouragement and reassurance • Continue to explain why change is important • Provide consistent messages about vision, goals, and expectations • Provide resources to resolve concerns
3. Implementation Concerns <ul style="list-style-type: none"> • What do I do first? • How do I manage all of the details? 	<ul style="list-style-type: none"> • Walk the talk and model the behaviors expected of others • Provide individual training and coaching on how to implement the change • Build trust by listening and responding honestly to questions • Look for small wins
4. Impact Concerns <ul style="list-style-type: none"> • Is the effort worth it? • Is the change making a difference? 	<ul style="list-style-type: none"> • Collect + share information + wins • Use wins to anchor the change in the company's culture • Encourage people to keep up their effort
5. Collaboration Concerns <ul style="list-style-type: none"> • Who else should be involved • How do we spread the word? 	<ul style="list-style-type: none"> • Encourage teamwork and interdependence with other teams • Recognize improvements in teams' performance
6. Refinement Concerns <ul style="list-style-type: none"> • How can we make the change even better? 	<ul style="list-style-type: none"> • Support continuous improvement and innovation • Encourage each other to continue to challenge the status quo + explore new options and possibilities

Future Conversations

Here are four areas that oftentimes accompany change and worry people:


- Am I going to have a job?
- Will I make it? (the competence issue) & How am I going to do that?
- I really liked what I did before. I'm not sure I really like what's coming down the pike.
- What do I need to do myself? (Roles and responsibilities become blurry.)

Future Actions

Through questioning and building trusting relationships, you can do a better job of helping yourself and helping others move through the curve.

We all must get comfortable with ourselves with how we deal with change.





Present the status of your Personal Development Plan. You will focus on the seven requirements for your plan as outlined in the Syllabus. Additionally, you will present your strategy for completing the requirement.

Each of you will listen to your peer's presentation and provide two points of feedback that you believe will best support their development.





Please take a 15-minute Break and then report
to your assigned break out room at _____.



Breakout Room Assignments

Room #1

Kenneth
Ben
Lamont
Jacob
Vito
Brandon

Room #2

Michelle
Kevin
Donnsia
Heather
Sophie
Dominique

Room #3

Ray
Dan
Laura
Corey
Cierrah

Room #4

Gloria
Rachel
Liz
Crystal
Glenda
Stephanie

You will have 90 minutes to complete your presentations and discussions.

Please reconvene at _____

